

2018-  
2021



# Panhandle Public Health District Strategic Plan

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## Director Letter

The 15<sup>th</sup> anniversary of Panhandle Public Health District is a perfect opportunity to reflect on the past, to celebrate the present, and to look to the future. Panhandle Public Health District received accredited status from the Public Health Accreditation Board (PHAB) in May 2016 and serves 12 counties in the Nebraska Panhandle with a population of nearly 90,000 people.

Our strategic plan is informed by our Board of Health and staff members and serves to clarify our work and the overall direction of the organization.

The 2018-2021 strategic plan includes three strategic directions:

- Honor Our Resources – Assure and align resources to meet the needs of our population.
  - Sustainable funding
  - Cutting edge technology
  - Recruitment, training and retention
- Champion Community Health Improvement – Embody our role as Chief Health Strategist
  - Successful collaboration
  - Commitment to Community Health Improvement
  - Dedication to best practices
- Advocate, Educate, and Promote – Engage and connect with the community
  - Strategic and diverse promotion

The trajectory of this plan offers a glimpse into the potential for an inspiring future. On behalf of the Board of Health and staff, I invite you to peruse the plan and join with us in the work so that we are a healthier and safer Panhandle Community.

Sincerely,

Kimberly A. Engel  
Director

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## Vision, Mission, and Guiding Principles

### **Vision:**

We are a healthier and safer Panhandle community.

### **Mission:**

Working together to improve the health, safety, and quality of life for all who live, learn, work and play in the Panhandle.

### **The principles that guide our work at PPHD:**

- We make data driven decisions based on community assessments.
- We implement and encourage others to use evidence based practices to assure that the needs of the community are met and done so in a manner that provides proven outcomes.
- We strive for integrity, honesty, and transparency to assure fairness and accountability to those we serve.
- We honor the work of the entire local public health system, as all partners play an important role in improving the quality of life and health status of the Panhandle Community.
- We participate in continuous evaluation and improvement to assure quality in the way we operate and that we are meeting community needs in the best way possible.
- We engage in collaboration, teamwork and partner development with an emphasis on the assets and resources that the collective impact of relationships can bring.
- We are good stewards of public funds to assure that we optimize available funding and meet the greatest need in the most cost-efficient, ethical manner.
- We model the strategies at an organizational level that we encourage others to adopt.
- We work to empower communities and individuals to take charge of their health through policy, system and environmental changes that help them make the healthy choice the easy choice.
- We believe in serving the Panhandle Communities in a nondiscriminatory, culturally competent manner, knowing that everyone has the right to quality of life and receiving information and services in a way that meets their needs.

## Planning Process

The staff and board of Panhandle Public Health District met for a strategic planning session on January 25, 2018 at the Prairie Winds Community Center in Bridgeport, Nebraska. The day-long event began with a historical scan review of PPHD’s history since inception (Appendix A), followed by a 2017 recap presentation by staff, highlight major program activities and accomplishments from the year. At the end of the presentation Kim provided a timeline of staff, major program work, and highlights from each year of the District’s existence since 2002. The group also reaffirmed the District’s mission, vision, and guiding principles developed in 2013.

The remainder of the day was dedicated to strategic planning activities, centered around the strategic question “***How does PPHD align our passion and resources at an organizational level to fulfill our role as Chief Health Strategist for a healthier and safer Panhandle community?***”.

The strategic planning work consisted of a consensus workshop to develop a 4-year vision and a SWOT analysis. The meeting was facilitated by Sara Hoover, CFO for PPHD.

Members of the PPHD leadership team met in February to continue the planning work of determining strategic directions, approved by the board in March. The leadership team worked from March-June identifying goals and objectives for the plan. The board approved the full strategic plan in July 2018.

| Meeting Date  | Location   | Participants*        | Work Completed   |
|---|--|----------------------|--|
| January 25, 2018  | Prairie Winds Community Center, Bridgeport, NE                 | PPHD Staff and Board | Consensus workshop for a 4-year vision, SWOT           |
| February 28, 2018                                       | PPHD Office, Scottsbluff, NE                                   | Leadership Team      | Identify strategic directions                          |
| March 8, 2018   | PPHD Office, Scottsbluff, NE                                   | PPHD Board of Health | Affirmed vision and SWOT, approve strategic directions |
| March 28, 2018  | PPHD Office, Scottsbluff, NE                                   | PPHD Leadership Team | Progress on goals                                      |
| April 25, 2018  | Harms Advanced Technology Center, WNCC Campus, Scottsbluff, NE | PPHD Leadership Team | Progress on goals and objectives                       |
| May 30, 2018  | PPHD Office, Scottsbluff, NE                                   | PPHD Leadership Team | Refine measures  |
| June 27, 2018   | PPHD Office, Hemingford, NE                                    | PPHD Leadership Team | Finalize and approve measures                          |
| September 13, 2018 (no quorum at July 12, 2018 meeting) | PPHD Office, Scottsbluff, NE                                   | PPHD Board of Health | Approve full strategic plan                            |

\*A detailed list of meeting attendees is available in Appendix B.

## 4-Year Vision Consensus Workshop

A consensus workshop, a Technology of Participation group facilitated process, was completed to determine a 4-year vision for PPHD. Participants brainstormed individually, shared ideas with those at their tables, listed those ideas on half sheets of paper that were placed on a large wall, then clustered the ideas based on common intent and named each cluster as a column heading.

| Vision: What do we want to see in place in 4 years as a result of our actions?   |   |   |  |  |  |  |
|--|---|---|--|--|--|--|
| Cutting Edge Technology  | Strategic & Diverse Promotion   | Dedication to Best Practices  | Successful Collaboration   | Commitment to Community Health Improvement   | Recruitment, Training, & Retention   | Sustainable Funding  |
| <ul style="list-style-type: none"> <li>• Training and use of virtual meeting options</li> <li>• Telemedicine and telehealth</li> <li>• Changes in social media – how to keep up with news platforms</li> <li>• Tele-dentistry</li> <li>• Health information repository</li> <li>• Flexibility for technology</li> <li>• Increase technology – keep up, paperless, PPHD app, electronic access</li> </ul> | <ul style="list-style-type: none"> <li>• Share more through social media about our programs and accomplishments – ted talks</li> <li>• Board members to share annual report back to city and county governments</li> <li>• Promotion of community opportunities – ie Healthy Living Advisory Committee</li> <li>• Name awareness – branding</li> <li>• Diverse communication and engagement strategies</li> </ul> | <ul style="list-style-type: none"> <li>• Remain science-based</li> <li>• Continuously track community’s health status</li> <li>• Community/ system understanding of social determinants of health</li> <li>• Continued performance management and QI processes</li> <li>• Program evaluation to show evidence</li> <li>• Health information repository – more data more timely</li> <li>• Meet accreditation standards</li> <li>• Assessment, planning, evaluation, *sharing*</li> <li>• Legislative savvy</li> <li>• Build on strong, reviewed, and integrated meaningful base plan</li> </ul> | <ul style="list-style-type: none"> <li>• Increase community engagement with key stakeholders – educational service providers (ie homeschool network), minority groups, faith based systems</li> <li>• Foster collective impact</li> <li>• Diverse, non-traditional partnerships</li> <li>• Partnerships collaborations – healthcare, schools, economic development, city govt, civic orgs</li> <li>• Increase mental health partnerships, increase Circle of Security, Increase HFA in communities, etc</li> <li>• Supportive partnerships with State</li> <li>• Scotts Bluff County Health Department integration to PPHD</li> <li>• Don’t compete with private sector</li> <li>• Movement around housing and economic development</li> <li>• Streamlined collaborative preparedness</li> </ul> | <ul style="list-style-type: none"> <li>• Youth learn healthy lifestyle</li> <li>• Community Center Model – ie cooking, physical activity, dental</li> <li>• Healthy eating, community gardens, farmer’s markets, walkable paths</li> <li>• Obesity, suicide, drugs, opioid, etc – be at the forefront for help</li> <li>• Complete Streets policies in all communities</li> <li>• Tools to help parents and students regulate cell phone “cyber-health”</li> <li>• Expanding program options</li> <li>• Decrease emergency referrals for dental</li> <li>• Embed public health initiatives to decrease insurance costs</li> <li>• Effective disease investigation</li> <li>• Enhancement of trail systems through city and county involvement</li> </ul> | <ul style="list-style-type: none"> <li>• Continued staff retention trending positively</li> <li>• Invest in staff and board retention and succession</li> <li>• Expanded HR capacity</li> <li>• Continued strong leadership</li> <li>• Flexibility for change</li> <li>• Capacity to move work forward thoughtfully</li> <li>• Job specific training manual</li> <li>• Ongoing training for staff and board</li> <li>• Internships, kids in public health leadership opportunities, ie PHEAST, RHOP</li> </ul> | <ul style="list-style-type: none"> <li>• System for financial security</li> <li>• State policy increase tobacco tax funds invested in public health</li> <li>• Interlocal agreements for funding programs (walk to work, ER)</li> <li>• Diversified funding sources – private, foundations</li> <li>• Become more legislatively savvy</li> <li>• Flexibility for funding</li> <li>• Long-term financial planning alternative, funding sources</li> </ul> |

## Strengths, Weaknesses, Opportunities, Threats and Trend Analysis

The group completed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, reviewing PPHD’s internal capacities and external factors that could impact PPHD’s work. Trends, factors, and events were also identified.

| Internal Strengths  | Internal Weaknesses  | External Opportunities   | External Threats   | Trends, Factors & Events  |
|---|--|--|--|---|
| <ul style="list-style-type: none"> <li>□ Active board</li> <li>□ Exceptional staff</li> <li>□ Learning environment for staff and board</li> <li>□ Transparent</li> <li>□ Funding comes our way because of our work and performance</li> <li>□ Technology</li> <li>□ Cutting edge in comparison to other LHDs-collaborate</li> <li>□ PHAB accredited</li> <li>□ Enthusiasm and dedication</li> <li>□ Board provided terrific benefits package – retention</li> <li>□ Quality of annual report</li> <li>□ Leadership</li> <li>□ Worksite Wellness</li> <li>□ Visibility throughout our counties</li> <li>□ Ability to convene our partners in a central location</li> <li>□ Functional performance management system</li> <li>□ All our PHAB plans are in place</li> <li>□ Collaborative spirit is renown</li> <li>□ Referenced 3-4 times in Surgeon General’s Reports</li> <li>□ HFA accredited</li> <li>□ NDPP Model Practice recognition</li> <li>□ Well-organized (PHAB, policies, structure, mentoring)</li> </ul> | <ul style="list-style-type: none"> <li>□ People still don’t know what we have to offer – increase branding</li> <li>□ Large geographic area</li> <li>□ Technology</li> <li>□ Might miss opportunities because of comfort with the status quo</li> <li>□ Meeting quorum challenges</li> </ul> | <ul style="list-style-type: none"> <li>□ Ability to expand within the cities in our district</li> <li>□ Use the advocates we have in the state and in the east</li> <li>□ NALHD “Movember” effort to address mental health</li> <li>□ Alternative funding – private foundations</li> <li>□ Legislative voice</li> <li>□ 2017 MAPP process -&gt; new partnerships</li> <li>□ Demographic health concerns can enable us to do more</li> <li>□ Continued rural voice</li> <li>□ Gain more partners as they see our success</li> <li>□ Shift to population-based healthcare</li> <li>□ Role of public health in prevention as healthcare costs/coverages change</li> </ul> | <ul style="list-style-type: none"> <li>□ Funding uncertainty</li> <li>□ Navigate the political climate</li> <li>□ Not wanting to rely on scientific validity – i.e., flu shots and immunizations</li> <li>□ Short-sightedness</li> <li>□ Culture of reaction vs proaction</li> </ul> | <ul style="list-style-type: none"> <li>□ Climate change impact on public health</li> <li>□ Trend toward wellness</li> <li>□ Opioid epidemic</li> <li>□ Decreased safety and security feeling</li> <li>□ Impact of smart technology on child brain development</li> <li>□ Mental health impact of mass shootings</li> <li>□ Bullying on social media</li> <li>□ Intolerance – division vs unity</li> <li>□ Income disparity</li> <li>□ Population shifts</li> <li>□ Water – availability, cleanliness, rights</li> <li>□ Ramification of legalization of marijuana, social acceptance of drug use</li> </ul> |

## Strategic Directions

The strategic directions were derived by the PPHD leadership team from the vision and SWOT analysis. The team developed a statement piece and grouped each element of the vision into one of the strategic directions.

### Honor Our Resources

- *Assure and align resources to meet the needs of our population.*
- Sustainable funding
- Cutting edge technology
- Recruitment, Training, and Retention

### Champion Community Health Improvement

- *Embody our role as Chief Health Strategist.*
- Successful collaboration
- Commitment to Community Health Improvement
- Dedication to best practices

### Advocate, Educate, and Promote

- *Engage and connect with the community.*
- Strategic and diverse promotion

## Goals and Objectives

The PPHD Leadership Team used the information from the vision, SWOT, and strategic directions to identify a list of goals that would indicate success. They then developed goals and objectives that will be reviewed in quarterly performance management meetings and updated on an annual basis, as measures are completed, and as new goals and measures are identified.

### Strategic Direction 1: Honor our Resources - Assure and align resources to meet the needs of our population.

#### **Workforce Development**

Develop and maintain an updated Succession Plan.

- Develop a succession plan to assure continuity of operations in the event of an emergency or transition of key staff will be developed and approved by December 31, 2018 and will be reviewed and updated on at least an annual basis.

Develop procedure manuals for continuity of operations.

- Develop procedure manuals for finance, disease surveillance, and emergency response by June 30, 2019.
- Develop procedure manuals for National Diabetes Prevention Program, Worksite Wellness, and Environmental Health by December 31, 2020.

Develop a system for staff recognition and retention.

- Assess staff preferences for recognition by August 31, 2018 and review at September staff meeting.
- Conduct Gallup Strength Finder by August 31, 2018 and review at September staff meeting.
- Incorporate a newsletter process to provide a recognition section for employees by December 31, 2018.

#### **Technology**

Develop a schedule for planned technology upgrades.

- A schedule for equipment maintenance and upgrades will be completed by December 30, 2018. This will include adherence to state purchasing guidelines.
- Replace server and related needs by December 31, 2018.

Assess, monitor, and address potential security vulnerabilities.

- Identify potential areas for improvement by September 30, 2018.
- Provide 2 staff training opportunities to reduce potential risk instances by March 31, 2019.

Technology for management systems – performance management, finances, and policy.

- Assure adequate technological systems for performance management, financial oversight, and policy management through programmatic budgets, staff training (user), and cross training (manager/owner).
  - Assure annual budget allows for financial resources to pay for the services/systems
  - Train (and/or cross-train) applicable staff to manage the systems on an ongoing basis, as needed.
  - Assure consistent policies for protection of information systems.
  - Investigate alternate accounting systems by June 30, 2019.

#### **Financial Capacity**

Refine financial policies to assure compliance, including workflow for procurement.

- Financial policies will be updated on a biannual basis, or as needed.
  - Develop list of approved vendors by December 31, 2018.
  - Develop formal process for procurement to assure compliance with funding requirements by December 31, 2018.
  - Refine cost allocation policy to assure compliance with funding requirements by July 31, 2018.

Find unique opportunities to partner for funding to provide program sustainability or enhance programs beyond grant/subaward/contract funds.

## **Quality Improvement and Performance Management**

Robust work from the performance management system – use as opportunities for building in accountability.

- Integrate performance management into individual evaluations by December 31, 2019.
- Highlight and share PM/QI activities to all staff on a quarterly basis via staff meetings, newsletters, and other sharing opportunities.

## **Alignment with national performance standards.**

Develop a mechanism or timeline to monitor and prepare for major cyclical events (Gantt chart).

- Develop by September 30, 2018 to include Strategic Planning, MAPP Cycles, Accreditation Cycle, and other key activities.
- Complete NPHPS governance assessment with the board of health by December 31, 2019.

## **Strategic Direction 2: Champion Community Health Improvement - Embody our role as Chief Health Strategist.**

### **Use evidence-based strategies and approaches.**

Improve health outcomes through the Community Health Improvement Plan.

- CHIP annual report will be published no later than April 1 of each year.
- CHIP and related annual reports will be shared with PPHD board of health, Panhandle Partnership membership, posted on PPHD website, and through other distribution mechanisms.

Build on environmental health opportunities.

- Identify 1-2 new environmental health funding opportunities or partnerships by December 31, 2019.

Contribute to evidence base and research opportunities for public health.

- Work with the UNMC College of Public Health to identify at least 1 opportunity to partner on a research opportunity by December 31, 2020.
- Submit an abstract or poster to a national conference for presentation by December 31, 2020.
- Submit at least one proposal as a model practice by December 31, 2020.

### **Foster and value strong partnerships.**

Forge strategic and opportunistic relationships.

- Maintain coordination of CHIP work with hospitals and other partners.
  - Secure an annual agreement with RNHN to assure continued support and implementation for the CHIP work.
  - Maintain quarterly meetings with MAPP steering committee and Priority Area Work Groups.
- Maintain coordination for preparedness with hospitals, emergency managers, and additional stakeholders.
- Broaden our reach to childcare providers by identifying 2 new avenues for outreach, partnership, or education by December 31, 2019.
- Maintain partnerships with worksites through Panhandle Worksite Wellness Council.
- Engage and partner with Economic Development through shared dashboards, joint planning opportunities, and implementation of strategies.

### **Build momentum around health improvement progress.**

Improve current and identify new mechanisms for communicating our successes.

- Find regular sharing opportunities to highlight work and successes of PPHD and partners.
  - PPHD annual reports (CHIP, legislative, and community publication)
  - Stakeholder meetings (Panhandle Partnership, board of health, CHIP workgroups, community meetings)
  - Social media (Facebook, Twitter, Instagram)
  - News releases (print and radio media)
  - Unique story-telling opportunities to share the successes that improve the health for all in the Panhandle.

Assess for opportunities to strengthen practices to better fulfill the role as Chief Health Strategist by March 31, 2019.

### Strategic Direction 3: Advocate, Educate, and Promote – Engage and connect with the community.

#### ***Meet the needs of our target audiences.***

Monitor customer satisfaction.

- Implement regular collection of customer satisfaction data to assess programmatic work by December 31, 2019.
- Maintain regular reporting and improvement efforts through quarterly performance management meetings.

Strengthen components of health equity.

- Enhance health literacy capacities by providing training to staff and making additional resources available by December 31, 2018.
- Assure culturally and linguistically relevant resources by reviewing 2-3 resources annually (brochures, flyers, website, etc) to assure culturally appropriate representation and assurance for linguistic needs

#### ***Maintain a strong public presence.***

Review communication plan to assure strong public presence.

- Review and update on an annual (biannual) basis.
- Identify unique opportunities for sharing our message with the public, meeting the various needs of our target populations.

#### ***Be the credible source of public health information.***

Develop white papers to support and educate on important public health issues.

- Investigate process and format in FY 2018.
- Develop 2 position statements/pieces in FY 2019.

Evaluate the effectiveness of the PPHD annual report.

- Enhance the health literacy of PPHD annual report through annual user testing and readability analysis.
- Review cost/distribution mechanisms to identify a more cost-effective approach.

## Appendix A: Historical Timeline

|   | 2002   | 2003  | 2004   | 2005  | 2006   | 2007   |
|---|--|---|--|---|--|--|
| <b>Board President</b>                      | <ul style="list-style-type: none"> <li>Carolyn Jones</li> <li>PPHHS Coordinator was instrumental in the formation</li> </ul>   | <ul style="list-style-type: none"> <li>Carolyn Jones</li> </ul>   | <ul style="list-style-type: none"> <li>Kim Woods</li> </ul>  | <ul style="list-style-type: none"> <li>Kim Woods</li> </ul>   | <ul style="list-style-type: none"> <li>Carolyn Jones</li> </ul>  | <ul style="list-style-type: none"> <li>Carolyn Jones</li> </ul>  |
| <b>Highlights</b>                           | <ul style="list-style-type: none"> <li>Bylaws developed, Health Director job description drafted, funding identified</li> <li>Accounting services provided by Greg Goerke from Dana Cole &amp; Assoc</li> <li>Founding Board members: Harold Winkleman, Val Dean Snyder, Bill Laux, Charles Weston, Carolyn Jones, Ron Dorman, Darrel Knotte, Diana Stevens, Kim Woods, Lisa Brenner, Lee Ray Edens, John Madsen, Kay Anderson, Dan Kling, Stella Otte, Steve Scranton, Dr. Justin Moody, Dr. Keith Brown</li> </ul> | <ul style="list-style-type: none"> <li>Office established in Bridgeport</li> <li>Main Office moved to Hemingford – first copier purchased</li> </ul>  | <ul style="list-style-type: none"> <li>Sioux County and Deuel County joined PPHD</li> <li>First Strategic Planning</li> <li>Office reestablished in Bridgeport</li> </ul>  | <ul style="list-style-type: none"> <li>Televideo equipment installed</li> <li>Volunteer and PRMRS preparedness plan completed</li> <li>Capitalization policy developed</li> <li>HIPAA policy adopted</li> </ul> | <ul style="list-style-type: none"> <li>First annual report published</li> <li>First ToPs training (78 people attend)</li> <li>PPHD Board took the National Public Health Performance Standards assessment</li> <li>Preparedness Highlights:                             <ul style="list-style-type: none"> <li>Wild fires in the Pine Ridge</li> <li>Pandemic Flu planning begins/Strategic National Stockpile exercise</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Quarantine and Isolation regulations adopted by Board of Health</li> <li>All accounting functions switched to in-house</li> </ul>   |
| <b>New Initiatives</b>                      | <ul style="list-style-type: none"> <li>WNV surveillance launched</li> <li>Mass vaccination clinic planning</li> </ul>  | <ul style="list-style-type: none"> <li>School surveillance</li> <li>Preparedness</li> </ul>   | <ul style="list-style-type: none"> <li>Dental Day</li> <li>Public Health Nurse</li> <li>PRMRS</li> <li>Get Moving in the Panhandle</li> <li>Influenza like illness surveillance in hospitals launched</li> <li>Prescription Drug Assistance program</li> </ul> | <ul style="list-style-type: none"> <li>Radon test kits</li> <li>Scrub Club</li> <li>Disease investigation and NEDSS</li> <li>Heart Truth Events</li> </ul>  | <ul style="list-style-type: none"> <li>First Kid’s Fitness and Nutrition Day held in Sidney</li> <li>Children’s Outreach financial support begins</li> <li>Launched County Fair handwashing campaign</li> <li>Brush n Up launched</li> <li>Movement, Music and More launched</li> <li>Disaster Chaplain Network</li> </ul>   | <ul style="list-style-type: none"> <li>Chimney Rock is lit up for Go Red for Women</li> <li>Podcasting Across Nebraska</li> <li>Panhandle Citizen Corps Network launched</li> <li>Public Health Improvement funds secured for chronic disease</li> <li>Kid’s Fitness and Nutrition Day expanded to offer a Chadron location</li> </ul> |
| <b>Changes in Staff and Board of Health</b> | <ul style="list-style-type: none"> <li>Wayne Fischer hired as first PPHD Health Director</li> </ul>  | <ul style="list-style-type: none"> <li>Kim Engel hired as Second PPHD Health Director</li> <li>New Staff - Jessica Davies, John Stevens (contractor)</li> <li>Board – Sharon Lind, Larry Brower, Dr. Petros</li> <li>Board off – Val Dean Snyder</li> </ul> | <ul style="list-style-type: none"> <li>New Staff - Melody Leisy, RN, Sue Goodell, RN and Betsy Bauman, RN</li> <li>Board – Bob Henderson, Adam Edmond, Marie Parker, Clint Bailey</li> <li>Board off- Lisa Brenner</li> </ul>                                  | <ul style="list-style-type: none"> <li>Board – Bob Gifford, Bill Juelfs, Jim Olson, Dr. Koch,</li> <li>Board off – Ray Edens, Bill Laux, Dr. Petros</li> </ul>  | <ul style="list-style-type: none"> <li>New Staff - Sara Hoover, Emily Kuhn – High School intern</li> <li>Board- Terry Gortemaker, Kelly Utley</li> <li>Board off - Sharon Lind</li> </ul>  | <ul style="list-style-type: none"> <li>New Staff - Becky Corman RN , Alanna Wacker – High School intern</li> <li>Board –Greg Asa, Judy Soper, Terry McCord, Roger Wess</li> <li>Board off – John Madsen, Bob Henderson, Jim Olson</li> </ul>   |

|   | 2008  | 2009  | 2010   | 2011   | 2012  | 2013   |
|---|---|---|--|--|---|--|
| <b>Board President</b>                      | <ul style="list-style-type: none"> <li>• Kay Anderson</li> </ul>  | <ul style="list-style-type: none"> <li>• Kay Anderson</li> </ul>  | <ul style="list-style-type: none"> <li>• Darrel Knote</li> </ul>   | <ul style="list-style-type: none"> <li>• Darrel Knote</li> </ul>   | <ul style="list-style-type: none"> <li>• Carolyn Jones</li> </ul>   | <ul style="list-style-type: none"> <li>• Carolyn Jones</li> </ul>  |
| <b>Highlights</b>                           | <ul style="list-style-type: none"> <li>• Balanced Score Card implemented</li> <li>• Doubled Hemingford office space</li> </ul>  | <ul style="list-style-type: none"> <li>• Bridgeport office moves to Main Street location</li> </ul>   | <ul style="list-style-type: none"> <li>• PPHD receives Excellence in Worksite Wellness from Governor Heineman</li> <li>• Bridges out of Poverty training</li> <li>• Dr. Jagers, DVM joins BOH as first veterinarian</li> <li>• PPHD launches Facebook page</li> <li>• Several board members attended NALBOH conference in Omaha</li> </ul>                                       | <ul style="list-style-type: none"> <li>• 2011 MAPP Process includes area hospitals</li> <li>• Scottsbluff office established</li> <li>• PWWC Governor's WW award to: Chadron Community Hospital, BBGH, South Platte Natural Resource District</li> </ul>   | <ul style="list-style-type: none"> <li>• PWWC Governor's WW award to: Gordon Memorial Hospital, ESU 13, Kimball Health Services, WNCC</li> </ul>  | <ul style="list-style-type: none"> <li>• Work begins on Accreditation goal</li> <li>• PWWC Governor's WW award to: Cabela's, Falco, Upper Niobrara White NRD, PPHD</li> </ul>  |
| <b>New Initiatives</b>                      | <ul style="list-style-type: none"> <li>• PPHD brings in Tai Chi Easy training</li> <li>• Worksite Wellness</li> <li>• Just Move It</li> <li>• Recognized by Lt. Governor for Citizen Corp Council</li> <li>• Coordination of Training Academy</li> <li>• Mobile medical equipment purchased and Chem packs placed locally</li> <li>• Lakota Basketball and health screenings</li> <li>• Kid's Fitness and Nutrition Day expanded to offer an Alliance location</li> </ul> | <ul style="list-style-type: none"> <li>• Regional Fall Prevention implemented</li> <li>• Pool Cool launched in 20 towns</li> <li>• Clean Indoor Air Act implemented</li> <li>• H1N1 flu vaccination with 10,765 doses given</li> <li>• Mass Fatalities training offered</li> <li>• TV commercials developed for breastfeeding friendly worksites</li> <li>• WNV prevention at County Fairs and football games</li> <li>• Focus on special populations for preparedness</li> </ul> | <ul style="list-style-type: none"> <li>• First annual Out of Darkness Walk for suicide prevention</li> <li>• FOBT kit distribution for colon cancer screening</li> <li>• PRMRS used Chadron's move to their new hospital as evacuation exercise opportunity</li> <li>• Flooding occurs in Southern counties</li> <li>• County Health Rankings released for first time</li> </ul> | <ul style="list-style-type: none"> <li>• Panhandle Worksite Wellness Council launched</li> <li>• First annual wellness and safety conference in partnership with the Nebraska Safety Council and WNCC</li> <li>• Healthy Families America launched</li> <li>• Panhandle receives International Safe Communities designation</li> <li>• Tuberculosis at Chadron State College controlled</li> </ul>                             | <ul style="list-style-type: none"> <li>• National Diabetes Prevention Program launched</li> <li>• Co-Hosted Mission of Mercy</li> <li>• Tobacco policies continue to target multi-unit housing, school campuses, child care facility campuses, and outdoor recreational spaces</li> </ul> | <ul style="list-style-type: none"> <li>• Circle of Security launched in the Panhandle coordinated by Panhandle Partnership</li> <li>• Regional exercise for medication dispensing clinic and decontamination</li> </ul>  |
| <b>Changes in Staff and Board of Health</b> | <ul style="list-style-type: none"> <li>• New Staff - Rebecca Thompson, Mary Wernke, and Janelle Hansen</li> <li>• Staff left – Betsy Horstman</li> <li>• Board – Dr. Narjes</li> <li>• Board off – Dr. Koch</li> </ul>  | <ul style="list-style-type: none"> <li>• New Staff - Kelly Dean, RN and Tabi Prochazka</li> <li>• Staff left – Rebecca Thompson</li> </ul>  | <ul style="list-style-type: none"> <li>• Board – Dr. Jagers, DVM</li> </ul>  | <ul style="list-style-type: none"> <li>• New Staff - Betsy Walton, RN, Linda Ainslie, Rachele Aleman, Bernadette Sanchez, Melissa Galles, Myrna Hernandez, Erin Sorensen</li> <li>• Staff left – Mary Wernke</li> <li>• Board – Suzi Lore, Stacy Swinney, Casper Corfield, Kenneth Mars, Steve Erdman, Hal Downer</li> <li>• Board Off – Charles Weston, Roger Wess, Terry McCord, Kim Woods, Bill Juelfs, Greg Asa</li> </ul> | <ul style="list-style-type: none"> <li>• New Staff - Sandra Babin and Ana Mendiola</li> <li>• Staff left - Rachele Aleman and Kelly Dean</li> </ul>   | <ul style="list-style-type: none"> <li>• New Staff - PPHD hosts partnership staff Brook Raschke</li> <li>• Staff left - Ana Mendiola</li> <li>• Board – Dr. Wilcox, DDS</li> <li>• Board off – Dr. Moody, DDS</li> </ul> |

|   | 2014  | 2015   | 2016   | 2017  |
|---|---|--|--|---|
| <b>Board President</b>                      | <ul style="list-style-type: none"> <li>• Bob Gifford</li> </ul>   | <ul style="list-style-type: none"> <li>• Bob Gifford</li> </ul>  | <ul style="list-style-type: none"> <li>• Suzi Lore</li> </ul>  | <ul style="list-style-type: none"> <li>• Suzi Lore</li> </ul>   |
| <b>Highlights</b>                           | <ul style="list-style-type: none"> <li>• PPHD and hospitals adopt common branding and common priorities for community health improvement</li> <li>• PPHD recognized in Prevention report to the White House and Congress</li> <li>• PWWC Governor’s WW award to Bayard Public Schools, City of Chadron, Sidney Regional Hospital, Northwest Community Action Partnership</li> <li>• Guiding Principles developed</li> </ul>     | <ul style="list-style-type: none"> <li>• Grant County joined PPHD</li> <li>• PWWC Governor’s WW award to: BBGH, CCH, Cirrus House, ESU13, WNCC</li> <li>• NDPP Nebraska Panhandle recognized as Model Practice by National Association of City and County Health Officials</li> <li>• Isopod training for safe isolation and transportation of an infections patient is provided in the Panhandle</li> <li>• Healthy Families America Accreditation</li> </ul> | <ul style="list-style-type: none"> <li>• PPHD awarded PHAB Accreditation!</li> <li>• Scotts Bluff County joined PPHD</li> <li>• PWWC Governor’s WW award to: Banner County Schools, Cabela’s, PPHD, WNCC, BNSF</li> <li>• 2016 Comprehensive Tobacco-Free Recreational Facilities Policies (6 Cities/Villages Pass Policies)</li> <li>• Performance Management System and QI become more integrated into processes</li> </ul>  | <ul style="list-style-type: none"> <li>• MAPP 2017 completed for the Region and nine hospitals</li> <li>• PWWC Governor’s WW award to: Bayard Public Schools, City of Chadron</li> <li>• Recognized in Surgeon General’s Legacy Report for National Diabetes Prevention Program</li> <li>• One of six initiatives highlighted in Surgeon General’s Annual Report for Walking and Walkable Communities</li> <li>• 2017 Preparedness MOA between all LHD in place</li> <li>• Launched new and improved website</li> </ul>                           |
| <b>New Initiatives</b>                      | <ul style="list-style-type: none"> <li>• PPHD hosts Coordinated School Health Institute</li> <li>• Chronic Disease Prevention through 1422</li> <li>• PPHD Healthy Families Nebraska Panhandle becomes accredited</li> <li>• PPHD promotes and helps support: Girls on the Run and NuVal System</li> <li>• Hospitals adopt standardized Emergency Codes (PRMRS)</li> <li>• 2014 MAPP Process includes area hospitals</li> </ul> | <ul style="list-style-type: none"> <li>• VetSET</li> <li>• Collaborated in Brownfield assessments</li> <li>• Step and Repeat –Walkability</li> <li>• Begin working with area clinics on Team based care</li> </ul>   | <ul style="list-style-type: none"> <li>• Choose Healthy Here</li> <li>• Dental Health Program – Keeping Teeth Strong (screening in schools, fluoride varnishes)</li> <li>• Health Coaching</li> <li>• Self-Monitoring Blood Pressure in local pharmacies</li> <li>• Big strides made in Performance management system</li> <li>• Healthcare Coalition (PRMRS) areas of focus Mitigation, preparedness, response, and recovery.</li> <li>• Zika and WNV prevention continues</li> </ul> | <ul style="list-style-type: none"> <li>• Dental Health Program including sealants at schools and services to LTC facilities</li> <li>• Tobacco free counties – Kimball and Dawes</li> <li>• PPHD received Employer of the year award from Panhandle Business and Professional Women</li> <li>• Begin to focus on Opioid overdose prevention</li> <li>• Panhandle Alert identified as official emergency notification system</li> <li>• PRMRS launches QI project</li> <li>• PPHD begins coordination of Panhandle Prevention Coalition</li> </ul> |
| <b>Changes in Staff and Board of Health</b> | <ul style="list-style-type: none"> <li>• New Staff - Melissa Cervantes and Jennifer Eversull</li> <li>• Staff left – Brook Raschke</li> <li>• Board – Mandi Raffelson, Randy Doorman</li> <li>• Board off – Kelly Utley, Casper Corfield</li> </ul>   | <ul style="list-style-type: none"> <li>• New Staff - Joanna Chua and Kendra Lauruhn</li> <li>• Board – Steve Olson, Vic Rivera, Bill Klingman, Brian Brennemann, Daria Anderson-Faden, Pat Welnitz, Susanna Batterman</li> <li>• Board off – Harold Winkleman, Stacy Swinney, Clint Bailey, Larry Brower</li> </ul>  | <ul style="list-style-type: none"> <li>• New Staff - Kelsey Irvine and Cheri Farris</li> <li>• Staff left - Betsy Walton, Joanna Chua, Becky Corman, Bernadette Sanchez</li> <li>• Board- Steve Fischer, John Werth</li> <li>• Board off – Bill Klingman</li> </ul>  | <ul style="list-style-type: none"> <li>• New Staff - Sarah Bernhardt</li> <li>• Staff left - Melissa Galles</li> <li>• Board – Randy Miller, Karen Harbach, Dixann Krajewski, Ken Meyer, Anne Bowman, Loran Paul</li> <li>• Board off –Steve Olson, Darrell Knote, Randy Dormann, Dan Kling</li> </ul>  |

## Appendix B: Meeting Participants for Planning Process

| <b>January 25, 2018 - PPHD Staff and Board Retreat, Prairie Winds Community Center, Bridgeport, NE<br/>30 participants - Historical Scan, 2017 Annual Update, Consensus workshop, SWOT Analysis</b> |  |                     |
|---|--|---------------------|
| Linda Ainslie   | PPHD HFA Parenting Coach   | Scottsbluff Office  |
| Sandra Babin  | PPHD HFA Parenting Coach   | Scottsbluff Office  |
| Sarah Bernhardt   | PPHD HFA Supervisor/Manager  | Scottsbluff Office  |
| Jessica Davies  | PPHD Assistant Director/Worksite Wellness Coordinator                    | Hemingford Office   |
| Kimberly Engel, MBA   | PPHD Director  | Scottsbluff Office  |
| Jennifer Eversull   | PPHD HFA Parenting Coach   | Hemingford Office   |
| Cheri Farris  | PPHD Community Health Worker   | Bridgeport Office   |
| Melissa Haas  | PPHD Environmental Health Coordinator/ Worksite Wellness Admin Assistant | Hemingford Office   |
| Myrna Hernandez   | PPHD HFA Parenting Coach   | Scottsbluff Office  |
| Sara Hoover   | PPHD CFO/Accreditation Coordinator                                       | Hemingford Office   |
| Kelsey Irvine, MPH  | PPHD Community Health Planner/Performance Management Coordinator         | Scottsbluff Office  |
| Kendra Lauruhn, RDH   | PPHD Dental Hygienist/Disease Surveillance                               | Scottsbluff Office  |
| Melody Leisy, RN, BSN   | PPHD Medical Response System Coordinator                                 | Bridgeport Office   |
| Tabi Prochazka  | PPHD Health Promotions Coordinator/ERC                                   | Hemingford Office   |
| Erin Sorensen   | PPHD HR Coordinator/Office Manager                                       | Hemingford Office   |
| Janelle Visser  | PPHD Health Educator   | Hemingford Office   |
| Anne Bowman   | Community-Spirited Citizen   | Scotts Bluff County |
| Bob Gifford   | County Commissioner  | Banner County       |
| Carolyn Jones   | Community-Spirited Citizen   | Box Butte County    |
| Daria Anderson-Faden  | County Commissioner  | Kimball County      |
| Dixann Krajewski  | County Commissioner  | Garden County       |
| Judy Soper  | Community-Spirited Citizen, Secretary/Treasurer                          | Deuel County        |
| Karen Harbach   | Community-Spirited Citizen   | Dawes County        |
| Kay Anderson  | Community-Spirited Citizen   | Morrill County      |
| Kenneth Mars  | Community-Spirited Citizen   | Kimball County      |
| Loren Paul  | County Commissioner  | Sheridan County     |
| Mandi Raffelson   | Community-Spirited Citizen/Vice President                                | Cheyenne County     |
| Marie Parker  | Community-Spirited Citizen   | Banner County       |
| Susanna Batterman   | County Commissioner  | Morrill County      |
| Terri Gortemaker  | Community-Spirited Citizen   | Garden County       |
| Paulette Schnell  | Scotts Bluff County Health Department Director                           | Scotts Bluff County |

| <b>February 28, 2018 - PPHD Leadership Team Meeting, PPHD Office, Scottsbluff, NE<br/>7 participants - reviewed work from retreat, identified Strategic Directions</b> |  |                    |
|--|--|--------------------|
| Sarah Bernhardt  | PPHD HFA Supervisor/Manager                                      | Scottsbluff Office |
| Jessica Davies   | PPHD Assistant Director/Worksite Wellness Coordinator            | Hemingford Office  |
| Kimberly Engel, MBA  | PPHD Director  | Scottsbluff Office |
| Sara Hoover  | PPHD CFO/Accreditation Coordinator                               | Hemingford Office  |
| Kelsey Irvine, MPH   | PPHD Community Health Planner/Performance Management Coordinator | Scottsbluff Office |
| Melody Leisy, RN, BSN  | PPHD Medical Response System Coordinator                         | Bridgeport Office  |
| Tabi Prochazka   | PPHD Health Promotions Coordinator/ERC                           | Hemingford Office  |

| <b>March 8, 2018 - PPHD Board of Health Meeting, PPHD Office, Scottsbluff NE &amp; teleconference Panhandle-wide<br/>18 participants - affirmed Vision and SWOT work from retreat, approved Strategic Directions</b> |   |                    |
|--|---|--------------------|
| Kimberly Engel, MBA  | PPHD Director                                   | Scottsbluff Office |
| Sara Hoover  | PPHD CFO/Accreditation Coordinator              | Hemingford Office  |
| Bob Gifford  | County Commissioner                             | Banner County      |
| Carolyn Jones  | Community-Spirited Citizen                      | Box Butte County   |
| Daria Anderson-Faden   | County Commissioner                             | Kimball County     |
| Hal Downer   | County Commissioner                             | Sheridan County    |
| Jon Werth  | Community-Spirited Citizen, DVM                 | Grant County       |
| Judy Soper   | Community-Spirited Citizen, Secretary/Treasurer | Deuel County       |
| Kay Anderson   | Community-Spirited Citizen                      | Morrill County     |
| Kenneth Mars   | Community-Spirited Citizen                      | Kimball County     |
| Loren Paul   | County Commissioner                             | Sheridan County    |
| Mandi Raffelson  | Community-Spirited Citizen/Vice President       | Cheyenne County    |
| Marie Parker   | Community-Spirited Citizen                      | Banner County      |
| Pat Wellnitz   | Community-Spirited Citizen                      | Sheridan County    |
| Randy Miller   | County Commissioner                             | Cheyenne County    |
| Steve Fischer  | County Commissioner                             | Deuel County       |
| Susanna Batterman  | County Commissioner                             | Morrill County     |
| Terri Gortemaker   | Community-Spirited Citizen                      | Garden County      |

| <b>March 28, 2018 – PPHD Leadership Team Meeting, PPHD Office, Scottsbluff, NE<br/>7 participants – began work on goals</b> |  |                    |
|---|--|--------------------|
| Sarah Bernhardt   | PPHD HFA Supervisor/Manager                                      | Scottsbluff Office |
| Jessica Davies  | PPHD Assistant Director/Worksite Wellness Coordinator            | Hemingford Office  |
| Kimberly Engel, MBA   | PPHD Director  | Scottsbluff Office |
| Sara Hoover   | PPHD CFO/Accreditation Coordinator                               | Hemingford Office  |
| Kelsey Irvine, MPH  | PPHD Community Health Planner/Performance Management Coordinator | Scottsbluff Office |
| Melody Leisy, RN, BSN   | PPHD Medical Response System Coordinator                         | Bridgeport Office  |
| Tabi Prochazka  | PPHD Health Promotions Coordinator/ERC                           | Hemingford Office  |

| <b>April 25, 2018 – PPHD Leadership Team Meeting, Harms Advanced Technology Center, WNCC Campus, Scottsbluff, NE; 8 participants – finished work on goals, started discussion on objectives</b> |  |                    |
|---|--|--------------------|
| Sarah Bernhardt   | PPHD HFA Supervisor/Manager                                      | Scottsbluff Office |
| Jessica Davies  | PPHD Assistant Director/Worksite Wellness Coordinator            | Hemingford Office  |
| Kimberly Engel, MBA   | PPHD Director  | Scottsbluff Office |
| Sara Hoover   | PPHD CFO/Accreditation Coordinator                               | Hemingford Office  |
| Kelsey Irvine, MPH  | PPHD Community Health Planner/Performance Management Coordinator | Scottsbluff Office |
| Melody Leisy, RN, BSN   | PPHD Medical Response System Coordinator                         | Bridgeport Office  |
| Tabi Prochazka  | PPHD Health Promotions Coordinator/ERC                           | Hemingford Office  |
| Erin Sorensen   | PPHD HR Coordinator/Office Manager                               | Hemingford Office  |

| <b>May 30, 2018 – PPHD Leadership Team Meeting, PPHD Office, Scottsbluff, NE<br/>8 participants – finished objectives, started discussion on measures</b> |  |                    |
|---|--|--------------------|
| Sarah Bernhardt   | PPHD HFA Supervisor/Manager                                      | Scottsbluff Office |
| Jessica Davies  | PPHD Assistant Director/Worksite Wellness Coordinator            | Hemingford Office  |
| Kimberly Engel, MBA   | PPHD Director  | Scottsbluff Office |
| Sara Hoover   | PPHD CFO/Accreditation Coordinator                               | Hemingford Office  |
| Kelsey Irvine, MPH  | PPHD Community Health Planner/Performance Management Coordinator | Scottsbluff Office |
| Melody Leisy, RN, BSN   | PPHD Medical Response System Coordinator                         | Bridgeport Office  |
| Tabi Prochazka  | PPHD Health Promotions Coordinator/ERC                           | Hemingford Office  |
| Erin Sorensen   | PPHD HR Coordinator/Office Manager                               | Hemingford Office  |

| <b>June 27, 2018 – PPHD Leadership Team Meeting, PPHD Office, Hemingford, NE<br/>7 participants – finalized measures</b> |  |                    |
|--|--|--------------------|
| Jessica Davies   | PPHD Assistant Director/Worksite Wellness Coordinator            | Hemingford Office  |
| Kimberly Engel, MBA  | PPHD Director  | Scottsbluff Office |
| Sara Hoover  | PPHD CFO/Accreditation Coordinator                               | Hemingford Office  |
| Kelsey Irvine, MPH   | PPHD Community Health Planner/Performance Management Coordinator | Scottsbluff Office |
| Melody Leisy, RN, BSN  | PPHD Medical Response System Coordinator                         | Bridgeport Office  |
| Tabi Prochazka   | PPHD Health Promotions Coordinator/ERC                           | Hemingford Office  |
| Erin Sorensen  | PPHD HR Coordinator/Office Manager                               | Hemingford Office  |

| <b>September 13, 2018 – PPHD Board of Health, PPHD Office, Scottsbluff, NE<br/>20 participants – approve 2018-2021 Strategic Plan</b> |   |                     |
|---|---|---------------------|
| Kimberly Engel, MBA   | PPHD Director                                     | Scottsbluff Office  |
| Sara Hoover   | PPHD CFO/Accreditation Coordinator                | Hemingford Office   |
| Anne Bowman   | Community-Spirited Citizen                        | Scotts Bluff County |
| Bob Gifford   | County Commissioner                               | Banner County       |
| Brian Brennemann  | County Commissioner                               | Grant County        |
| Carolyn Jones   | Community-Spirited Citizen                        | Box Butte County    |
| Hal Downer  | County Commissioner                               | Sioux County        |
| Jackie Delatour   | Community-Spirited Citizen                        | Sioux County        |
| Jon Werth   | Community-Spirited Citizen and Board Veterinarian | Grant County        |
| Judy Soper  | Community-Spirited Citizen                        | Deuel County        |
| Karen Eisenbarth  | Community-Spirited Citizen                        | Dawes County        |
| Ken Meyer   | County Commissioner                               | Scotts Bluff County |
| Kenneth Mars  | Community-Spirited Citizen                        | Kimball County      |
| Loren Paul  | County Commissioner                               | Sheridan County     |
| Mandi Raffelson   | Community-Spirited Citizen                        | Cheyenne County     |
| Marie Parker  | Community-Spirited Citizen                        | Banner County       |
| Pat Wellnitz  | Community-Spirited Citizen                        | Sheridan County     |
| Steve Fischer   | County Commissioner                               | Deuel County        |
| Susan Lore  | County Commissioner                               | Box Butte County    |
| Susanna Batterman   | County Commissioner                               | Morrill County      |